

One Department, One Vision, One Mission, One Core Set of Values



Washington State
Department of Social
& Health Services

VISION *Safe, healthy individuals, families, and communities.*

MISSION *The Department of Social & Health Services will improve the safety and health of individuals, families, and communities by providing leadership and establishing and participating in partnerships.*

VALUES

*Excellence in Service
Respect
Collaboration and Partnership
Diversity
Accountability*

ORIENTATIONS *Early childhood development. Person- and family-centered, strengths-based.*

OUR IMPACT *Together we will decrease poverty, improve safety and health status, and increase educational and employment success to support people and communities in reaching their potential.*

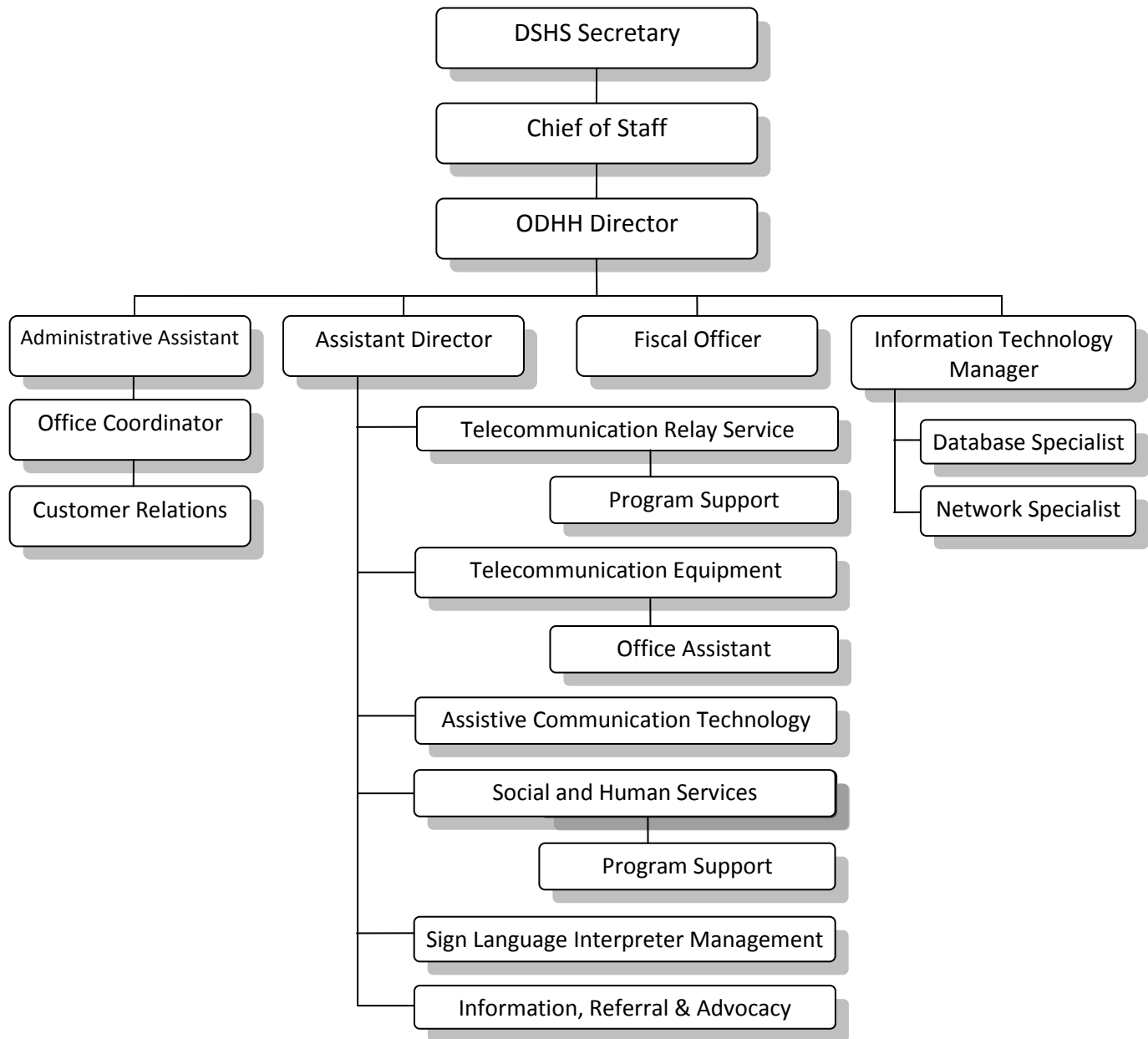
Office of the Deaf and Hard of Hearing Business Plan

Eric Raff, ODHH Director

June 2010

One Department, One Vision, One Mission, One Core Set of Values

ODHH Organizational Chart



One Department, One Vision, One Mission, One Core Set of Values

Introduction

“People with hearing loss” is a broad term to describe all people who are deaf, hard of hearing, and deaf-blind. Hearing loss affects people regardless of their age, ethnicity, religion, income, or other disability. Sometimes hearing loss is referenced as the “invisible disability” because it is not always obvious and is widely misunderstood by the society at large. There are approximately 926,951 individuals with a hearing loss in Washington, including 26,484 individuals who are deaf. Washington also has a large deaf-blind population.

People who are deaf, hard of hearing, and deaf-blind face communication barriers every day throughout the private, public and nonprofit sectors such as **healthcare, mental health, disaster preparedness, education, employment** and many more. When barriers to obtain services exist in a society, the quality of life for them is reduced.

ODHH promotes equal access opportunities, in accordance with the Americans with Disabilities Act and Washington Law Against Discrimination, so people with hearing loss may participate in or benefit from DSHS programs, services, and activities. To do this, ODHH provides reasonable accommodations and appropriate auxiliary aids and services where reasonably necessary to promote effective communication.

ODHH provides services to people who are deaf, hard of hearing and deaf-blind throughout Washington so they may **enjoy self-sufficiency**. ODHH provides telecommunication relay services, distributes specialized telecommunication equipment, provides client services to individuals and families through Regional Service Centers’ case management, and makes sign language interpreters and other auxiliary aids and services available. These services support the DSHS goal to **improve economic stability**.

ODHH services are designed to be **person and family-centered**, recognizing the broad range of communication preferences among various individuals that need to be addressed by providing appropriate auxiliary aids to create equal access opportunities.

- Telecommunication Relay Service users can choose from a menu of various relay services and features to make telephone calls to people with normal hearing and speech.

DSHS Goal 1: *Improve the health status of Washington residents.*

DSHS Goal 2: *Improve economic stability.*

DSHS Goal 3: *Improve individual and public safety.*

DSHS Goal 4: *Improve individuals’ readiness and ability to succeed in school.*

DSHS Goal 5: *Improve individuals’ capacity to gain and retain meaningful employment.*

DSHS Goal 6: *Increase public trust through strong management practices that ensure quality and leverage all resources.*

One Department, One Vision, One Mission, One Core Set of Values

- Individuals choose from an array of specialized telecommunication equipment to meet their telecommunication needs or visit a public videophone site to conduct video calls.
- Individuals can request a preferred auxiliary aid including sign language interpreters, real-time captioning and assistive listening system that would meet their communication needs when seeking access to DSHS programs, services and activities.
- Individuals and families can identify their needs, accessibility barriers and/or other issues and seek assistance locally from the regional service centers of the deaf and hard of hearing. The centers provide case management, information and referral, and education and training. Case management coordinates the use of services and resources available to individuals and families so they may become more self-sufficient.

In an effort to leverage limited resources and promote the One Department, One Vision framework, ODHH collaborates and partners with various agencies-programs to address different areas of unmet need. Most of these **partnerships** demonstrate ODHH's role in supporting DSHS priorities and goals although it may not be identified as specific goals in this business plan. A few of the partnerships reflect **DSHS' orientation toward early childhood development**. For example ODHH is:

- working with the Department of Early Learning; Infant-Toddler Early Intervention Program, Office of Superintendent of Public Instruction; Washington Sensory Disability Services and Department of Health; Early Hearing Loss Detection, Diagnosis and Intervention program to address gaps in early intervention services.
- a member of the Center for Childhood Deafness and Hearing Loss core committee studying gaps and unmet needs in K-12 education where ODHH offers educational interpreting and assistive technology expertise.
- working with the Administrator of the Courts to implement court interpreter standards and rates.
- working with the Division of Behavioral Health and Recovery and specialized counselors to address disparities in accessing mental health care.
- collaborating with the Division of Vocational Rehabilitation to close gaps in employment, including school-to-work transition services, job preparedness and placement services, and competent rehabilitation counselors.
- a member of the DSHS Affirmative Action committee addressing recruitment, retention and promotion of people with disabilities within DSHS so it can become a model employer.

One Department, One Vision, One Mission, One Core Set of Values

DSHS Goal 2: Improve economic stability.

STRATEGIC OBJECTIVES	STRATEGIES / ACTIONS	INTERDEPENDENCIES & PARTNERS	KEY PERFORMANCE INDICATORS
Remove barriers to telecommunications by providing current and emerging <u>telecommunication services and features</u>	<ul style="list-style-type: none"> • Provide telecommunication relay services and features (TRS) • Develop and implement annual outreach plan (TRS) • Distribute specialized telecommunication equipment (TED) • Maintain telecommunication equipment demonstration sites (TED) • Maintain public videophone sites, services and features (CAN) • Maintain deaf-blind 'Communication Facilitator' services (CAN) 	<u>Telecommunication Relay Services (TRS)</u> Sprint-Nextel Relay, National Association of State Relay Administrators <u>Telecommunication Equipment Distribution (TED)</u> Equipment Trainers, Provail, Eastern Washington University, Human ware, Telecommunication Equipment Distribution Program Administrators, Hearing, Speech & Deafness Center <u>Communication Access Network (CAN)</u> Regional Service Centers, Deaf Blind Service Center, Southeast WA Service Center of Deaf and Hard of Hearing – 'Communication Facilitator'	<ul style="list-style-type: none"> • Call volume by types of services per month (TRS) • % of outreach deliverables completed per year (TRS) • Number of clients served per month (TED) • Number of equipment distributed per month (TED) • Number of clients served at demo sites per month (TED) • Number of videophone users served per month (CAN) • Number of deaf-blind clients served per month (CAN)
Remove barriers to DSHS services by providing <u>reasonable accommodations with auxiliary aids</u>	<ul style="list-style-type: none"> • Ensure availability of sign language interpreter services (SLIM) • Implement video remote interpreting services (SLIM) • Implement a "Sign Communication Proficiency Interview" system (SLIM) • Assess employees' sign language proficiency skills to determine eligibility for assignment pay: dual language (SLIM) • Design and develop an assistive listening systems delivery system (ACT) • Research, design and develop a real-time captioning services delivery system (ACT) • Provide Administrative Policy 7.20 training to DSHS employees (Programs) 	<u>Sign Language Interpreter Management (SLIM)</u> Freelance interpreters, interpreter referral agencies, Seattle Central Community College interpreter training program, Washington State Registry of Interpreters of the Deaf, Washington State Association of the Deaf, Washington State Deaf Blind Citizens, DSHS Limited English Proficiency Coordinators <u>Assistive Communication Technology (ACT)</u> Regional service centers of the deaf and hard of hearing, General Administration, DSHS Lands and Building, captioning providers, Northwest Court Reporters Association, Hearing Loss Association of Washington	<ul style="list-style-type: none"> • Number of registered interpreters per year (SLIM) • Number of contractors per year (SLIM) • Availability of video remote interpreting services (SLIM) • Availability of Sign Communication Proficiency Interview (SLIM) • Number of employees' sign language proficiency assessments per year (SLIM) • Usage volume of assistive listening systems per year (ACT) • Availability of real-time captioning services (ACT) • Availability of AP 7.20 training curriculum on Learning Management System (Programs)
Remove barriers to business, government and nonprofit sectors by providing <u>client services</u>	<ul style="list-style-type: none"> • Provide an array of services to individuals, families, professionals and organizations including employers (SHS) • Respond to public requests for information and referrals (IRA) • Conduct outreach activities (IRA) 	<u>Social and Human Services (SHS)</u> Regional service centers of the deaf and hard of hearing <u>Information and Referral, Advocacy (IRA)</u> 211 Washington Information Network, DSHS Visual Communications	<ul style="list-style-type: none"> • Number of clients served per year (SHS) • Number of education and training activities per year (SHS) • Number of outreach activities per year (SHS) • Number of requests for information & referral per year (SHS) • Number of booths at events/conferences per year (IRA)

One Department, One Vision, One Mission, One Core Set of Values

DSHS Goal 6: Increase public trust through strong management practices that ensure quality and leverage all resources.

STRATEGIC OBJECTIVES	STRATEGIES / ACTIONS	INTERDEPENDENCIES & PARTNERS	KEY PERFORMANCE INDICATORS
Recruit, develop and retain an informed, inspired, diverse and engaged workforce.	<ul style="list-style-type: none"> Recruit to fill vacant positions on July 1, 2011 when hiring freeze is lifted. (Director/Executive Assistant) Implement Employee Survey action plan (Director) Develop and implement individualized training plan (Executive Assistant) Create innovative ways to recognize employees' success (Management) 	DSHS Human Resources Division, DSHS Research and Data Analysis	<ul style="list-style-type: none"> % of vacant positions filled (Director/Executive Assistant) % of ratings increase in the employee survey (Director) % of employees who completed mandatory DSHS and competencies training (Executive Assistant) Number of employee recognition events/activities per year (Management)
Expand and leverage data and performance management practices to improve decision making and client outcomes.	<ul style="list-style-type: none"> Develop and maintain contract monitoring plans (Programs) Finalize performance based measures and outcomes (Programs) Research, design and implement case management best practices to improve Centers' caseload outcomes (SHS) Implementation of Deaf and Hard of Hearing Information System (Information Technology) 	Contracts - DSHS Central Contract Services Performance - DSHS Office of Planning and Accountability Case Management – National Association of State Agencies of the Deaf and Hard of Hearing Information System – DSHS Information System Services Division, Research Data Analysis	<ul style="list-style-type: none"> Number of monitoring plans completed (Programs) Number of programs completing performance measures (Programs) % of caseload outcomes successfully closed (SHS)
Establish and strengthen common Departmental messages to improve consistency and clarity of communications.	<ul style="list-style-type: none"> Overhaul design and layout of ODHH internet and intranet websites (Information Technology) Captioning of DSHS-produced video productions (Information Technology) 	DSHS Information System Services Division, Department of Information Services, DSHS Visual Communications	<ul style="list-style-type: none"> # of hits on internet and intranet websites (IT) % of videos posted on DSHS website that are captioned (IT)

One Department, One Vision, One Mission, One Core Set of Values

Supporting Information

STAKEHOLDER INPUT

Despite the ODDH Advisory Committee being abolished by Executive Order 09-02 during February 2009, ODDH continues to seek stakeholder feedback. Over 200+ stakeholders attended the “ODDH Symposium: Past, Present and Future” event on November 13, 2009. Various state agencies moderated forums to gather stakeholder feedback on the following topics: education, interpreting, early intervention, employment, ADA Title II, and mental health. ODDH posted a draft annual budget on the website and through various listservs invited stakeholders to review and submit comments. ODDH will continue to host public meetings throughout Washington State, inviting deaf, hard of hearing and deaf-blind to discuss community trends, needs, barriers and new initiatives.

PEOPLE WE SERVE

“People with hearing loss” is a broad term to describe all people who are deaf, hard of hearing, and deaf-blind. The degree of hearing loss ranges from mild to profound. The onset of hearing loss can occur at birth or later in life for varying reasons. Each individual with hearing loss has unique communication method preferences. People with hearing loss tend to be categorized into three groups based on similarities: deaf, deaf-blind and hard of hearing.

People who are deaf tend to have permanent hearing loss with little or no residual hearing, which affects verbal and auditory capabilities. Generally, people who are deaf are unable to receive information conveyed through spoken language without the use of auxiliary aids. They may communicate through a preferred communication method to express themselves and use services or technology to receive information conveyed through spoken language.

Deaf (Capital “D”) people identify themselves as members of a Deaf community and culture and prefer using American Sign Language (ASL) as their primary language. These individuals share common experiences, traditions, norms and values.

Deaf-blind people are either deaf or hard of hearing and have some degree of vision loss or are blind. Deaf-Blind (Capital “DB”) people identify themselves as members of a Deaf and Deaf-Blind community. There are deaf-blind people who are hard of hearing, are not members of the community, and use other auxiliary aids to communicate.

People who are hard of hearing have some degree of hearing loss with some residual hearing, either permanent or fluctuating, which affects communication. Generally, people who are hard of hearing are able to express or speak for themselves and may or may not use auxiliary aids to receive or understand spoken language. They may communicate through auditory means, with or without amplification, and may or may not have the ability to lip-read. Few know sign language; and if they do, it is usually not their primary mode of communication.

One Department, One Vision, One Mission, One Core Set of Values

People with speech disabilities can be individuals with expressive communication impairment who have difficulty with or who are unable to communicate vocally in one or more environments. Most of them can hear.

DESCRIPTION OF SERVICES

ODHH provides various programs and services to the deaf, hard of hearing and deaf-blind populations throughout Washington. Services are designed to meet the particular communication needs of people with hearing loss.

Telecommunication Relay Service (TRS) - The Telecommunication Relay Service eliminates barriers to the telecommunication network, providing equal access opportunities to the telephone as a person with excellent hearing and clear speech would. Telephone calls to persons who are hearing are typically done through a communication assistant who makes the telephone conversation process easier. A contract with a telecommunication relay provider provides various relay features to accommodate the consumer's degree of hearing loss or speech disability and preferred communication method.

Telecommunication Equipment Distribution (TED) – Following DSHS regulations, eligible clients apply to receive specialized telecommunication equipment and receive training to effectively use the equipment. Specialized telecommunication equipment distributed to clients matches each individual's degree of hearing loss or speech disability and preferred communication method. The equipment makes it possible for the client to access the telecommunication relay services and to make direct telephone calls with other parties.

Social and Human Services (SHS) – ODHH contracts with several Regional Service Centers of the Deaf and Hard of Hearing throughout the state to provide client services to local communities. Currently the scope of services includes: information and referral, education and training, outreach, assistive technology loan and referral, and case management. Case management is about providing assistance or advocacy on the client's behalf to remove communication barriers to products, services and employment in the private, public and nonprofit sectors.

Sign Language Interpreter Management (SLIM) - A statewide contract with a pool of referral agencies and freelance interpreters is available for agencies to purchase interpreter services on behalf of clients, employees or customers with hearing loss. The program's activities are to improve the delivery of sign language interpreter services. Technical assistance and consultation is available to agencies lacking the expertise to arrange interpreter services. Providing interpreters fulfills the Americans with Disabilities Act mandate to provide equal access opportunities to DSHS agencies, programs and services.

Communication Access Network (CAN) – An ongoing telecommunication network of videophone sites established throughout Washington State within the Regional Service Centers. Each site includes a workstation utilizing videophone technologies. These sites are used to

One Department, One Vision, One Mission, One Core Set of Values

access video relay services and make face-to-face videophone calls. Technical assistance and training activities to use videophones are provided to DSHS clients at the sites.

Assistive Communication Technology (ACT) - This program benefits people who are either hard of hearing or deaf-blind. The program aims to improve a new DSHS-wide referral and loan system to provide auxiliary aids (e.g. assistive listening systems and other assistive technology). Providing auxiliary aids fulfills the Americans with Disabilities Act mandate to provide equal access opportunities to DSHS agencies, programs and services.

Information and Referral, and Advocacy (IRA) - Deaf, hard of hearing and deaf-blind individuals, families, professionals and the general public may not know where to obtain specific information about specialized programs and services related to hearing loss. ODHH responds to such requests for information, resources and/or referrals. The Regional Service Centers advocate on behalf of individuals' legal rights. ODHH removes barriers through collaboration, revised regulations, policies and contracted services.

ODHH provides outreach and training activities to promote awareness and develop employees. These activities are intended for audiences of professionals, organizations, and deaf, hard of hearing and deaf-blind communities. Examples of outreach and training activities include: diversity initiatives, exhibits at events and conferences, distribution of publications, giving presentations and training on use of assistive technology. Outreach activities heighten the public awareness of ODHH programs, deaf culture, and other issues related to hearing loss. Training activities introduce sensitivity awareness or cultural competency concepts with knowledge and skills to competent DSHS staff to effectively serve the deaf, hard of hearing and deaf-blind individuals and meet their individualized communication needs.

PERFORMANCE ASSESSMENT

The Government Management Accountability and Performance (GMAP) and State Auditor Office models of performance-based audits have heightened the need to review how ODHH conducts performance assessments. Logic models were developed and performance based outcomes are being refined. The next step is to develop meaningful reports that demonstrate how well the programs are performing with the goal of posting an annual performance report on the website.

Audits and Reviews – ODHH has not been subject to any internal audits by the Operations Review Consultation (ORC) or independent audits by the State Auditor Office (SAO).

Internal Reviews - DSHS executive management reviews ODHH fiscal management via Monthly Fiscal Status Report (MFSR) meetings. ODHH uses the annual Enterprise Risk Assessment and Self Evaluation (ERASE) to identify and minimize areas of risk.

Performance Assessments - ODHH participates in the annual Agency Self-Assessment, Employee Survey and the Client Satisfaction Survey. These activities are tools to identify and

One Department, One Vision, One Mission, One Core Set of Values

close performance gaps. ODHH uses the Agency Self-Assessment results to identify ODHH strengths and opportunities. ODHH uses the employee survey to review management, communication, personnel, resources, job characteristics, co-workers and other themes. Two client satisfaction surveys assess client satisfaction with the contracted trainers of the Telecommunication Equipment Distribution program and with the Centers' provision of case management services.

INTERNAL CAPACITY ASSESSMENT

Organizational and Workforce Capacity – ODHH is a small program within DSHS with eighteen (18) positions. A 5-year workforce growth plan assumes minimal staff turnover and possibly a few new positions. It includes prospective new positions addressing policy and quality assurance initiatives and additional administrative support for program managers. A revised staffing model is needed to reassess workload and staff deployment. The greatest challenge is the inability to fill vacant or new positions due to the hiring freeze. The current emphasis is to encourage additional training to improve staff skill set and core competencies.

Technology Capacity - The establishment of a three-member Information Technology (IT) team three years ago has allowed ODHH to aggressively improve its technology capacity. A comprehensive management and data information system is being implemented to improve data management, meet performance and accountability requirements as well as IT standards. Critical needs include internet, intranet and internal web development, electronic document retention solutions, internal policies and procedures.

Financial Capacity – “Fund 540” or the “Telecommunications Devices for the Hearing and Speech Impaired Account” is used to finance ODHH activities. The annual budget operates on a state fiscal year basis July 1-June 30 of each year. The revenue comes from the excise tax which is based on the number of landlines. The number of landlines has been declining 2-3% annually. Traditional Telecommunication Relay Service expenditures have been declining due to the popularity of internet-based relay services. The Washington State FY10 Operating Supplemental Budget requires a \$4 million transfer to the Division of Vocational Rehabilitation in fiscal year 11 (FY11). This transfer will deplete the Fund reserves by June 30, 2011. An excise tax increase and budget reduction will support ODHH operations throughout FY11.